

MISSISSIPPI

2022 | 2026

MS Board of Nursing STRATEGIC PLAN

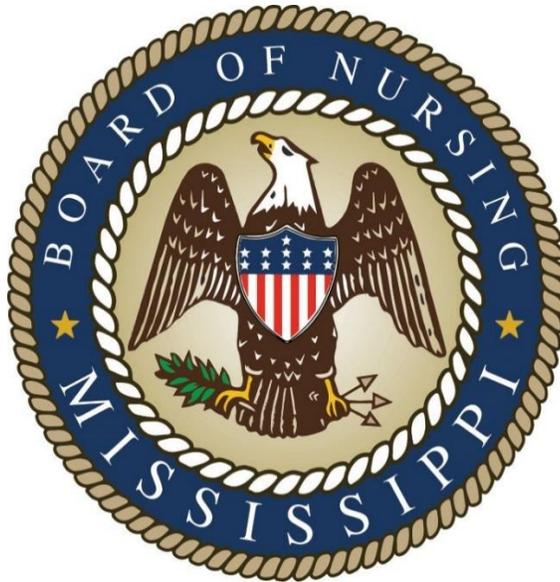


Mississippi Board of Nursing

MISSISSIPPI BOARD OF NURSING

(838-00)

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EXECUTIVE DIRECTOR
MISSISSIPPI BOARD OF NURSING**



<https://www.msbn.ms.gov/>

5-YEAR STRATEGIC PLAN

FOR THE FISCAL YEARS 2022-2026

Message from the Chair, Alton Shaw



The Mississippi Board of Nursing (MSBON) Strategic Plan is a dynamic, living document depicting the direction the Board is taking to meet the goals and changing demands of health care in Mississippi. Through the outcomes in the MSBON Strategic Plan, our goal is to promote nursing healthcare by providing regulatory oversight and providing evidence-based services. We are dedicated to improving all levels of nursing, I ask you to engage—with your time, talent and collaborative spirit—with MSBON as we seek to strengthen the discipline of Nursing and improve the health of those who seek a trusting relationship with a nurse for their care.

Message from the Executive Director, Phyllis Johnson



The Mississippi Board of Nursing (MSBN) Strategic Plan provides a way of focusing and prioritizing objectives as the agency moves forward. MSBN is constantly improving and evolving to meet the challenges associated with public protection by establishing initiatives that further our core purpose of serving the needs of our citizens in acting in the public interest. We collaborate with our stakeholders to continually develop and improve the regulatory process. The leadership of the Board of Directors and their active engagement is essential to the agency's ability to achieve its mission, vision, and objectives.

MISSISSIPPI BOARD OF NURSING

1. Comprehensive Mission Statement

The mission of the Mississippi Board of Nursing (MSBON) is to protect and promote the welfare of the Mississippi people by ensuring that each person holding a license as a nurse in the state of Mississippi is competent to practice safely. The Board fulfills its mission through the process of licensure and regulation of nursing. In addition to the Board's authority as established in the *Mississippi Nursing Practice Law*, Miss. Code Ann. Section 73-15-1 et seq, the Board establishes rules and regulations which provide for initial and continued licensure of nurses.

2. Agency Philosophy

The MSBON believes that: (73-15-3) nursing is an essential social service that meets the health care needs of clients in various settings in our society.

- a. Quality healthcare is the right of every individual. The primary way that the MSBON assures consumer access to competent nurses is the licensing process and involvement of practice through governing procedures.
- b. Consumers of healthcare in Mississippi have the right to be active participants in the planning and evaluating their health care.
- c. The MSBON empowers the nurse to practice at their highest level of education and training to provide safe, quality, and adequate healthcare for our consumers. The MSBON contributes to the consumer's protection by ensuring that nurses practice within their respective scope of preparation.

3. Relevant Statewide Goals and Benchmarks

Statewide Goal #1 – Public Safety and Order

Create accessible, current, and consistent responses to questions relating to the regulation of nursing practice as it impacts all Mississippians' health and safety through the formation of a Practice Council consisting of staff members using just culture processes.

Relevant Benchmarks

- Quantity of requests
- Quantity of like requests
- Quantity of responses to like questions
- Quantity of days taken to respond to identified trends

Statewide Goal #2 – Economic Development Work

Work with all military branches to strengthen access to quality healthcare to Mississippi citizens.

Relevant Benchmarks

- Assess gaps that involve military medical training
- Review MSBON licensure requirements
- Number of jobs in nursing

4. Overview of the Agency 5-year Strategic Plan

The MSBON continues to strive for efficiency through the utilization of technology. The Nurse Gateway is an online portal that provides a single, secure place for the nurse to manage all things related to his/her license. Applicants can apply online for initial licensure, renewals, reinstatements, and endorsements. Our next phase of efficiency, by way of technology, is to complete the development and installation of internal workflow processes.

The MSBON will continue to modernize information technology services, processes, and capabilities that support business solutions aligned with public health protection. We will do so by evaluating regulatory processes through just culture processes, participating in the National Council of State Boards of Nursing (NCSBN) Commitment to Ongoing Regulatory Excellence (CORE), and Federal Associations of Regulatory Boards (FARB).

The MSBON is committed to open government principles – transparency, participation, and collaboration. Transparency promotes accountability, builds trust, and keeps stakeholders and partners informed of our activities. The MSBON will continue to invest in and develop an organizational culture consistent with our mission, vision, and values by optimizing ongoing orientation, training, and development of MSBON members and staff to their role and the agency mission, structure, and services. Through public relations, the MSBON shall continue to establish an authentic representation by optimizing communications with external stakeholders. Transparency of licensure information will be accomplished through the MSBON website, webmaster emails, regular mail, and social media. Further optimization of communication with stakeholders will be obtained by increasing visibility with legislators and networking with employers, nurse educators, and organizations.

According to the Bureau of Labor Statistics, the employment of Registered Nurses is projected to grow by 15 percent from 2016 to 2026, much faster than the average for all occupations. One-third of all current RNs is expected to retire by 2020. Emerging care delivery models focusing on managing health status and prevention of acute health issues will likely contribute to the growth in demand for nurses. Numerous factors will affect this supply and demand concept, including population growth, increased emphasis on preventive care, overall economic conditions, changes in health care reimbursement, and aging of the nursing workforce. Advanced Practice Registered Nurses (APRNs) have increased by 45% over the past five years, with expectations of further

increases in the next five years. This is driven by the lack of primary care providers in Mississippi and nationally, as well as an increase in the elderly population. Independent researchers have overwhelmingly documented that APRN services are safe and of high quality with outcomes equivalent to those of physicians. Obsolete limitations in federal laws and state regulations restrict APRNs' ability to practice to the full extent of their education and training. The MSBON supports APRNs practicing to the full extent of their education, licensure, and training.

Keeping up with Nursing Best Practices, the mission of MSBON is to protect the public by regulating the nursing practice. As a consumer protection agency, the MSBON takes its role seriously to safeguard all individuals from unsafe nursing practice. Healthcare and the nursing profession continue to evolve, and nursing opportunities expand. Therefore, it is not an option to remain stagnant academically. The MSBON will continue to urge all Mississippi nurses APRN's, RN's, and LPN's -to stay abreast of best practices through relevant, high-quality continuing education.

In conjunction with the State's Workforce Strategic Initiative, the MSBON strives to make the nursing workforce more outcome-driven, increase workforce participation rates, and close the middle-skill job gap. The MSBON will contribute to this initiative through the Office of Nursing Workforce (ONW). ONW will continue to provide scholarship monies, simulation training, data collection, and analysis, sharing best practices in nursing workforce research, workforce planning, workforce development, and formulation of workforce policies. Nurses are crucial to building a culture of health. Consequently, the ONW is committed to positively impacting education, practice and care, nursing leadership, diversity, interprofessional collaboration, and data collection.

The mission of the MSBON is to protect the public by regulating the practice of nursing. As a consumer protection agency, the MSBON takes its role seriously to safeguard all individuals from unsafe nursing practice. More than eighty percent (80%) of cases reported to the MSBON are allegations that involve nurses accessing and obtaining narcotics, and/or drug and alcohol abuse. The MSBON is uniquely positioned to combat the current opioid epidemic as legislation has provided the MSBON with the Board authority to oversee the prescribing habits of nurse providers. Additionally, the Board has resources to remediate nurses through continuing education, refer nurses for substance use disorder evaluation and treatment and provide monitoring of those nurses required to submit to monthly drug testing or other means of supervision. Additionally, the MSBON's Executive Director is an appointed member of the Governor's Drug Task Force, which includes motivated and empowered staff to obtain more knowledge and training to direct their efforts in reducing opioid addiction. The Compliance Monitoring Division supports this endeavor to protect the public by providing a structured approach to monitoring and returning substance use disorder/abuse nurses to safe nursing practice.

The MSBON fingerprints and /or conducts a Criminal Background Check (CBC) on all new nursing applicants, reinstatement applicants, and endorsement applicants. The MSBON fingerprinting/CBC is another way of ensuring that all nurses are safe and competent practitioners in Mississippi.

Mississippi joined the enhanced Nurse Licensure Compact (eNLC) with the signing of legislation

by Mississippi Gov. Phil Bryant on March 20, 2017. The eNLC is an updated version of the previous Nurse Licensure Compact (NLC), which allows for registered nurses (RNs) and licensed practical/vocational nurses (LPNs) to have one multistate license with the ability to practice in both their home state and other eNLC states. Patient safety, being of paramount importance, led to new features found in the provisions of the legislation of the eNLC. Communications among the various state boards of nursing have greatly enhanced the states' ability to monitor nursing traffic between states, which promotes compliance with the laws governing the practice of nursing in each jurisdiction. The NURSUS database is available to all members of the National Council of State Boards of Nursing (NCSBN). The system provides further communication of nurses nationally and assists state boards in licensing and disciplined efforts. All of these activities further support the board in protecting the citizens of Mississippi.

5. Agency's External / Internal Assessment

1. Continued expansion of third-party reimbursement for APRNs will continue to increase demand on the MSBON to provide a credentialing process for increased numbers and categories of APRNs.
2. Increases in fees/costs imposed by outside entities (e.g., postage, printing, attorney fees, court reporter fees, and bailiff fees) will impact the MSBON's ability to communicate, conduct business, and prepare cases. Poor economic status of Mississippi and surrounding states will impact the ability of the agency to increase staff and give much needed raises or promotions.
3. Funding levels less than requested and denial of requests will negatively impact the attainment of identified performance objectives.
4. Promulgation of federal regulations regarding the National Practitioner Data Bank mandates reporting of all disciplinary cases, provides for a very short reporting window, and increases the amount of information to be gathered and reported by state regulatory agencies. This continues to place increased demands on the agency's resources with no accompanying federal funding to offset the expenses.
5. Implementation of the federally mandated HIPAA has increased the MSBON's cost in obtaining documents and will continue to impact the ability of the MSBON to obtain documents essential for the investigation of reported violations of the Nurse Practice Act.
6. Federal homeland security laws concerning foreign workers and visas will have a greater impact on the processing of licensure applications and increase the interaction with foreign applicants during the licensure process.
7. As with all high performing organizations, the MSBON regards the agency staff as the agency's most valuable resource; thus, the MSBON strives to recruit and retain the best employees in Mississippi. With continued growth in Mississippi's economy, the agency is experiencing increased competition for nursing staff.

The MSBON's strategic plan is developed through a yearly retreat with MSBON members and staff. Through bi-monthly meetings, the MSBON determines how well the needs of Mississippians

have been met. Management policies and procedures deal with deficiencies and identify new trends which should be addressed.

Budgetary constraints are considered when new projects are requested. Many processes have been automated. The MSBON's goal for automation is, always and entirely, to improve the quality attributes of our process.

In accordance with the Internal Control Section of the Mississippi Agency Accounting Policy and Procedures Manual, the *MSBON* conducts an evaluation of internal controls processes. Our review of internal control includes the organization and management, administration of accounting and budgeting, purchasing and contracting, personnel and payroll, revenues and receivables, expenditures, grant administration, and electronic data processing. The findings of our evaluation provide reasonable assurance that the assets of the agency have been preserved, the duties have been segregated by function, and the transactions executed are in accordance with laws of the State of Mississippi.

6. Agency Goals, Objectives, Strategies, and Measures by Program

Program 1: Licensure/Discipline

Goal A: Approve LPN Education Programs. MSBON offer two types of nursing education program approval: (a) initial approval of new programs based on reviewing the new program proposal; and (b) ongoing program approval based upon monitoring program outcomes and compliance with MSBON rules. (Miss. Code Ann. § 73-15-25)

Objective A.1. To ensure programs comprehensively cover the knowledge and skills that students will need to be licensed as a License Practical Nurse (LPN)

Outcome: Estimated number of applicants within the state of Mississippi's nursing industry (Statewide strategic plan)

Outcome: Reduction in new nursing practice violations

Output: Produce annual data related to program outcomes, which may include retention and graduation rates, faculty turnover, adequate resources, NCLEX pass rates, employer and graduate satisfaction, quality improvement, and program complaints

A.1.1. Strategy: Approval of Ongoing Programs

Boards of Nursing must continually monitor programs to ensure they are in compliance with the Nurse Practice Act (NPA) and administrative rules, and are graduating nurses who can practice safely and competently. Additionally, the MSBON will review programs on a continuing basis to ascertain that they are effective in their educational processes, staying current with best practices in education, and providing

nurses with the preparation and competencies needed for clinical practice.

Outcome: Review and investigate nursing program complaints and, evaluate for trends; report to nursing programs as is appropriate

Output: Continuing approval strengthens the relationship between the MSBON and programs, helping programs stay in tune with changes in laws and rules

Output: MSBON will offer assistance, guidance, and consultation to all programs

Objective A.2. Approve initial programs using evidence-based standards

Outcome: Increase evidence-based LPN education programs statewide

A.2.1. Strategy: Initial Approval of New Programs

MSBON's approval is vital in protecting the public because the MSBON's program approval standards are designed to produce safe, competent nursing graduates who are eligible to take the licensing examination. These standards also establish benchmarks for evaluation of new programs before approval.

Output: Ensure required resources are available, which include faculty, library material, technology equipment, staff, a learning environment, and an adequate budget. The availability of qualified faculty and program administrators can be difficult because of the faculty shortage, so new programs must provide a plan for recruiting faculty.

Efficiency: Cost of travel and time spent conducting program approvals

Objective A.3. Hire appropriate staff to manage the LPN education programs, initial and continuing program approvals

Efficiency: Percentage of programs within acceptable standards

A.3.1. Strategy: Review and approve or sanction nursing educational programs consistent with MSBON rules

Output: Ensure required resources are available, which include faculty, library material, technology equipment, staff, a learning environment, and an adequate budget. The availability of qualified faculty and program administrators can be difficult because of the faculty shortage, so new programs must provide a plan for recruiting faculty.

GOAL B: Reduce prevalence of substance abuse among nurses by encouraging reporting

and participation into the MSBON's alternative-to-discipline Mississippi Nurse Voluntary Program (MnVP).

Objective B.1. Implement rules, regulations and internal policies and procedures for the Mississippi Nurse Voluntary Program (MnVP)

Outcome: Provide requirements and procedure to participate in the MnVP program for nurse applicants who have substance use/abuse problems

B.1.1. Strategy: Promulgate rules and regulations highlighting the responsibilities of the MnVP program and nurse applicants

Output: Create Part 2826 of the Administrative Code outlining the MnVP program's eligibility requirements, nurse applicant expectations and recovery monitoring requirements

Explanation: Reduce prevalence of substance abuse by providing all nurses and nurse employers with information about eligibility and participation within the MnVP program

Objective B.2. Promote early identification of substance abuse

Outcome: Participation in the MnVP program requires immediate removal of nurses from nursing practice who are abusing mood-altering substances to focus on nurse recovery initiatives; thus, lowering patient harm potentials.

B.2.1. Strategy: Educate nurses and nurse employers via the MSBON website, webinars and statewide presentations by MSBON staff of the MnVP program requirements and nurse applicant eligibility

Output: Increase participation in the MnVP program and nurse's re-entry into nursing practice as a healthier nurse with MnVP monitoring

Explanation: The sooner substance abuse/use can be identified, the sooner the nurse can receive treatment. Patient harm issues are lessened, and nurses can safely return to nursing practice once treated

Objective B.3. Partnering with nurse employers and entities who employ nurses to provide a culture of safe nurses for safer patient care

Outcome: Nurse employers lose an average of \$50,000-\$65,000 per nurse as a result of substance use disorders and having to re-train and orient new nurses.

B.3.1. Strategy: Utilize the Office of Nursing Workforce educational opportunities by offering continuing education units (CEU hours), educational literature, and media exposure to promote employer reporting to the confidential, non-disciplinary MnVP program

Output: Increase stakeholder relationships that increase patient safety, lowering employer liability by reporting more nurses suspected of substance abuse to the MnVP program

Explanation: The MnVP program is legally protected from disclosing employer reporting information or nurse applicant information. Nurse employers and/or facilities who employ nurses also save money by reporting nurses to a program like MnVP.

Objective B.4. Hire appropriate staff and create workable budget for the MnVP program

Outcome: Credentialed staff is the key for the MnVP program to be successful

B.4.1. Strategy: Create pins for social worker/case monitors, counselors who have education and training in substance use disorders and have a nurse practitioner or physician who has education and training in mental health/substance use disorders

Output: The MnVP program will employ a knowledgeable, trained and credentialed staff to aid all nurse applicants who participate in the MnVP program.

Explanation: Employing staff who are experts in the various fields of diagnosing, treating, counseling and monitoring in the area of substance use/abuse will enhance nurse success in the MnVP program.

Goal C: Provide Advanced Practice Registered Nurses (APRNs) the ability to practice to the full extent of their education and training and remove federal and state regulations that restrict their practice.

Objective C.1. Increasing the number of APRN professionals will decrease the healthcare shortage.

Outcome: Allow access to primary and preventive healthcare in underserved rural and urban areas.

Outcome: Decrease the cost of state dollars spent on healthcare

C.1.1. Strategy: Provide data to legislators on the services, outcomes, health models and benefits that APRNs provide.

Output: Allows legislators to make an informed decision

Output: Better patient outcomes

Explanation: At a time when healthcare reform is rapidly evolving, it is critical that APRNs and physicians collaborate to achieve best practices.

Explanation: Removal of obsolete laws bar healthcare in underserved areas.

Goal D: Inform public and private-sector decision-making related to the nursing workforce by expanding and improving nursing workforce data, disseminating nursing workforce data to the public, improving and updating projections of the supply and demand for nurses, and conducting analyses of issues important to the nursing workforce.

Objective D.1. To assure the future of Mississippi's nursing workforce and promote Mississippi as a destination state for nursing practice.

Outcome: Knowledge of the supply of nurses can be used to predict possible shortages and assist in the allocation of resources, program development, and recruitment efforts in both the health care system and education sectors

D.1.1. Strategy: Committed to financially supporting Mississippi nursing students at all levels. Since 2015, the MSBON has distributed student scholarships totaling over one million dollars to all Mississippi schools of nursing.

Output: Contribute to Mississippi and national efforts to assure an adequate supply of qualified nurses to meet the health needs of the U.S. population

Output: Better patient outcomes

Output: Activities include data collection and analysis, publication of reports and information, as well as recommendations of changes necessary to resolve the nursing shortage

Explanation: Mississippi workforce efforts are being transformed from 'quick fixes' to long-range strategic planning. This involves the collection of data to identify imbalances between supply and demand and allows for forecasting efforts that drive nursing workforce development and policy recommendations.

Objective D.2. As the American population becomes increasingly diverse, it is essential that Mississippi's nursing workforce reflects the changing population to provide quality care.

Outcome: Shaping workforce development programs such as diversity in nursing and academic progression

Outcome: Providing information on the unique demographics of Mississippi such as trends in age and ethnicity

D.2.1. Strategy: Focus on students pursuing pre-nursing or nursing as a second career education by engaging students, parents, and the community to build an infrastructure that assists in developing the skills necessary for nursing school.

Output: Contribute to Mississippi efforts to build a robust nursing workforce to address the health needs of our communities

D.2.2. Strategy: Support statewide conferences and partnerships that enhances the competencies of all nurses

Output: Contribute to Mississippi efforts to build a robust nursing workforce to address the health needs of our communities

Efficiency: Cost of conference attendance and displays

GOAL E: Ensure that nurses delivering care through telehealth be held to the same standards as when they are delivering in-person care

Objective E.1. Enforce rules and regulations regarding the practice of telehealth

Outcome: Increased access to healthcare statewide

Outcome: Increase number of nursing healthcare professionals practicing in Mississippi

Strategy E.1.1: Promulgate rules and regulations regarding the responsibilities of practicing telehealth within Mississippi

Output: Number of rules and regulations required

Summary of Five-Year Plan

MSBON programs remain essential to our daily operations. We anticipate no fundamental changes to the programs identified in this strategic plan. The MSBON will review and update this plan annually and as needed.

